

MAX

Press Kit

A Semantic Layer, Again.

The inventor of Business Objects and the founder of Squair law firm bring to legal work an idea that reshaped the enterprise thirty years ago.

May 2026

Thirty years after Business Objects, the semantic layer enters legal work

Thirty years ago, a French engineer invented a *semantic layer* that would allow millions of business users to query their data without going through IT: it was Business Objects. Today, its inventor, **Jean-Michel Cambot**, is joining forces with **Olivier Lopez**, founder of the law firm Squair, to bring the same idea to legal work.

Their product, **MAX**, is not meant to be one more AI assistant. It sits *above* the models, inside the tools lawyers already use, turning scattered AI use into continuous and governed legal workflows. Available since 30 April 2026 to the entire legal profession, MAX was tested for six months inside Squair, by close to one hundred lawyers and in-house counsel.

| *Lawyers do not use MAX. They call on it.*

A semantic layer, again

Every generation of enterprise technology arrives the same way. The raw power exists, the infrastructure works, and yet those whose work depends on it cannot fully reach it: the technology speaks its own language, which is not the language of the work. The gap looks technical. It is, in truth, structural, and it is always closed by the same kind of layer.

In the late 1980s, that raw power was the relational database. The answer was not yet another database, but a *semantic layer* placed above it, able to translate the language of the business into queries. The category that emerged was *business intelligence*; the company that built it, Business Objects; the man who designed it, Jean-Michel Cambot.

Thirty years later, the raw power is generative AI. The models work. And yet the same gap has reopened, this time inside legal work. Not because the models lack capability, but because they do not speak the language of the work they are meant to serve.

This is the observation that brought Jean-Michel Cambot and Olivier Lopez together. After fifteen years of practice inside leading international firms, Olivier Lopez founded Squair in 2019, a law firm conceived from day one *not as a firm with new policies, but as a system with new rules*. Two system designers, thirty years apart, facing the same problem. The question was not whether to build the next layer, but with whom.

Legal AI has hit an operational ceiling

After four years of enthusiasm, law firms and in-house legal departments find themselves facing an accumulation: isolated AI tools, duplicated subscriptions, loss of context from one matter to the next, blind spots in governance and confidentiality. Each tool answers a question; none holds the whole together.

What organisations are observing

- the proliferation of AI tools that do not communicate with one another
- duplicated subscriptions and costs that are hard to control
- a break in continuity from one matter, one version, or one session to the next
- the absence of memory of past trade-offs and client positions
- rising requirements for traceability and governance, especially with the EU AI Act

The real question is no longer: “*can AI generate?*” It has become: “**can AI operate coherently inside a firm?**”

What MAX is

MAX is an orchestration layer that sits above AI models, without replacing them. Its function: to turn scattered AI interactions into continuous and governed legal workflows. In practice, MAX brings four things that no isolated assistant can hold.

Four contributions

- persistent memory: MAX follows a matter over time (versions, trade-offs, decisions, positions), where an assistant starts from scratch every session
- continuity: it reasons by matter, not by conversation
- governance: permissions, traceability, validation chain; who approved what, from which source
- orchestration: it coordinates drafting, review, research and verification rather than letting them scatter across separate tools

This is what the founders call a **legal semantic layer**, the equivalent, for legal work, of what Business Objects brought to enterprise data. And because it sits above the models, every new AI model strengthens it rather than rendering it obsolete.

What they chose not to build

The path of least resistance, when building a legal AI product, is to build an interface: a platform, an application that lawyers open, learn and adopt. Most current products, including the international vendors now arriving in France, have taken that path.

MAX did the opposite. There is no MAX interface to open, no application to learn, no new place to go. MAX lives inside the tools lawyers already use and operates from within. The user does not visit MAX; MAX arrives where the user already is.

This is, technically, the harder road. Making the system invisible is a matter of architecture, not packaging, and it requires building everything that lets the layer disappear into the work: orchestration, memory, methodology, governance.

Good design is not what was added. It is what no longer needs to be there.

A real market, now strategic

- The global legaltech market is worth USD 6.17 billion in 2024 and is expected to reach USD 10.3 billion by 2030 (Mordor Intelligence).
- More than 200 legaltech companies are now active in France (Bpifrance estimates).
- Lawyers using generative AI save on average 5 hours of work per week in the first year (Thomson Reuters, Future of Professionals Report 2025, 2,275 professionals surveyed).
- 95% of French general counsel plan to further digitise their legal department in the next three years (PwC France, 2024).
- In February 2026, the French State launched the France Legaltech programme: ten companies selected out of 57 applications to structure the sector, a sign that this has become a sovereignty issue.
- Competitive context: US startup Harvey, valued at USD 11 billion, has opened a Paris office and deployed its platform at August Debouzy, Bredin Prat and CMS Francis Lefebvre, which raises precisely the architectural question: one more assistant, or a layer above the existing tools?

Sources: Mordor Intelligence; Bpifrance; Thomson Reuters, Future of Professionals Report 2025; PwC France 2024; Direction générale des Entreprises (France Legaltech programme, February 2026); business press (Maddyness).

The founders

Jean-Michel Cambot, Co-Founder

Jean-Michel Cambot invented the semantic layer that became Business Objects, the software category that, for the first time, gave business users direct access to their own enterprise data without going through IT. The architectural idea he designed in the early nineties shaped a generation of enterprise software and remains in use across most of the world's largest organisations today.

He has spent the thirty years since watching the same pattern reappear at every wave of technology: new infrastructure, and the same gap between raw power and the work it is meant to serve.

“When generative AI arrived and that gap reopened in legal work, the question was not whether to design the next layer. It was who to build it with.”

Olivier Lopez, Co-Founder

Olivier Lopez has spent thirty years designing systems. After fifteen years of practice inside leading international firms, he founded Squair in 2019, a law firm conceived from day one as a system with new rules on partner association, resource allocation, transparency, and speed of decision.

Across all those years, he was observing the same gap inside legal work: technology that did not understand the work it was meant to serve, and methodology that lived nowhere outside the heads of senior practitioners.

“The systems lawyers were asked to operate through were always built somewhere else, by people who had never sat through a closing at two in the morning.”

MAX at a glance

Product	MAX, legal semantic layer (orchestration layer for legal AI)
Founders	Jean-Michel Cambot (inventor of the Business Objects semantic layer) and Olivier Lopez (founder of Squair law firm)
Availability	Version 1 opened on 30 April 2026 to the entire legal profession
Pre-launch	6 months of private beta inside Squair, with close to 100 lawyers and in-house counsel
Audience	Law firms and in-house legal departments
Positioning	A layer above the models, integrated inside existing tools, not one more application
Website	max-legal.ai
Press contact	Julie Genuini · jgenuini@max-legal.ai · +33 6 36 21 90 39

Going further

We remain available for interviews with the founders, product demonstrations, or any additional materials (use cases, high-resolution visuals).

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A few lines

Lawyers do not use MAX. They call on it.

The future of legal AI is not one more assistant. It is governed orchestration.

Firms do not need more AI tools. They need coherence across the ones they already have.

Models are replaceable. Governed legal execution is not.

The same architectural idea, thirty years later, for the work of lawyers.